

***RESOURCE MANUAL***  
***FOR INTERVENTION AND REFERRAL SERVICES***  
***(I&RS)***

**William L. Librera, Ed.D.**  
*Commissioner of Education*

**Isaac Bryant**  
*Assistant Commissioner*  
*Division of Student Services*

**Susan Martz**  
*Director*  
*Office of Program Support Services*

***Manual Developed By:***

**Gary L. Vermeire**  
*Program Coordinator*  
*Safe and Drug-Free Schools Unit*

***NEW JERSEY DEPARTMENT OF EDUCATION***  
***P. O. BOX 500***  
***TRENTON, NEW JERSEY 08625-0500***  
***(609) 292-5935***

*October 2002*

---

Funds for the development of this guide were provided in full by a grant from the United States Department of Education, Safe and Drug-Free Schools Program, under Title IV, Part A: The Safe and Drug-Free Schools and Communities Act of the No Child Left Behind Act of 2001. PTM number: 1503.01.

---

## STATE BOARD OF EDUCATION

MAUD DAHME  
President

Annandale

RONALD K. BUTCHER  
Vice President

Pitman

DONALD C. ADDISON, Jr.

Trenton

JEAN ALEXANDER

Absecon

MARGARET F. BARTLETT

Pine Beach

DEBRA CASHA

Kinnelon

KATHLEEN A. DIETZ

Hillsborough

ANNE S. DILLMAN

Perth Amboy

ARNOLD HYNDMAN

Belvidere

ORLANDO EDREIRA

Elizabeth

SAMUEL J. PODIETZ

Lumberton Township

ROBERTA. H. VAN ANDA

Rumson

William L. Librera, Ed. D., Commissioner of Education  
Secretary, State Board of Education

James E. McGreevey, Governor  
State of New Jersey



# **TABLE OF CONTENTS**

<b><u>SECTION</u></b>	<b><u>PAGE</u></b>
<b>INTRODUCTION</b>	<b>1</b>
▪ Overview	1
▪ Administrative Code	2
▪ Whole-school Reform	7
<b>PURPOSE OF I&amp;RS RESOURCE MANUAL</b>	<b>9</b>
▪ Resource Manual	9
▪ Additional I&RS Materials	11
<b>THE COLLABORATIVE TEAM APPROACH</b>	<b>13</b>
▪ Rationale for Collaborative Teams	13
▪ Ancillary Student Support Service	14
▪ Benefits of Building-based I&RS Teams	14
<b>BEST PRACTICE EXAMPLES OF TEAM COLLABORATION IN SUPPORT OF I&amp;RS</b>	<b>17</b>
▪ Examples of Best Practices from Other States	17
▪ Research Results of New Jersey's School Resource Committee Pilot Program	20
<b>SCOPE OF SERVICES FOR BUILDING-BASED I&amp;RS TEAMS</b>	<b>23</b>
▪ Program Focus	23
▪ A General Education Program	24
▪ Modes of Operation	25
▪ Life Skills Deficiency Model	26
▪ The Student At Risk for School Failure	33
▪ School Violence	36
▪ Substance Abuse	42
▪ Depression and Suicide	59
▪ Health Issues and Student Performance	63
▪ Teen Sexuality	68
▪ Sexual Harassment	71
▪ Child Abuse and Neglect	72
▪ Children from Healthy and Vulnerable Families	73
▪ The Resilient Child	84
▪ Summary	92

<b>STRUCTURE AND FUNCTIONS OF BUILDING-BASED I&amp;RS TEAMS</b>	<b>93</b>
▪ Team Composition	93
▪ Team Member Characteristics	96
▪ Team Member Roles and Responsibilities	99
▪ Support for I&RS Team Operations	103
▪ Collaborative Decision Making	106
▪ Relationship of I&RS Team to Other Building-based Teams	107
- Choosing an Appropriate Model for I&RS Functions	111
<b>PLANNING AND ORGANIZING BUILDING-BASED I&amp;RS TEAMS</b>	<b>115</b>
▪ Ongoing Planning for I&RS Team Success	115
▪ Program Planning Elements	117
▪ Quality of Implementation	128
<b>THE I&amp;RS TEAM PROCESS</b>	<b>131</b>
▪ A Proactive Process	131
▪ Phases of the I&RS Team Process	133
- Problem Solving Guidelines	144 -147
▪ Team Meeting Agendas	151
<b>INNOVATIVE STRATEGIES</b>	<b>153</b>
▪ I&RS Team as a Creative Resource	153
▪ Applied Research and Best Practices	156
- Multiple Intelligences	156
- Four Stages of Learning	163
- Managing the Conditions of Learning	166
- Cognitive/Learning Styles	167
- Cooperative Team Learning	178 & 196
- Behavior Management and Student Discipline	180
- Ineffective Disciplinary Practices	182
- Remediating Classroom Discipline Problems	183
- Moral and Ethical Reasoning	189
- Curriculum-based Assessment	189
- Life Skills	194
- School Climate	196
- Cross-age Partnerships	197
- Adult Volunteers/Mentors	198
- In-school Suspension	199
- Alternative Education	201
- Special Needs Students	206
- Professional Development, Coaching and Collegiality	211

<b>COORDINATION OF HOME, COMMUNITY AND SCHOOL RESOURCES</b>	<b>217</b>
▪ Working with Parents	217
▪ Working with Community Resources	225
▪ Supportive Organizations/Resources	225
- Mental Health Services	226
- Drug/Alcohol Services	228
- Public Health Services	228
- Juvenile Justice	230
- Family Support Services	232
▪ The School's Role in the Treatment and Recovery Process	234
▪ The Healing Process	239
▪ Working with School Resources	242
<b>CHARACTERISTICS OF EFFECTIVE BUILDING-BASED I&amp;RS TEAMS</b>	<b>245</b>
▪ Focus on Short- and Long-term Goals	245
▪ Enabling Behavior	245
▪ General Characteristics of Effective Teams	246
<b>TEAM WELLNESS/MAINTENANCE</b>	<b>249</b>
▪ The Team Concept	249
- Team Definition and Elements of Teams	249
- Why Groups Fail	250
▪ Group Development	253
- Functions of Group Development Theories	253
- Models of Group Development	254
- Team Member Task and Maintenance Roles	261
▪ Effective Discussion Skills	263
▪ Communication Skills	264
- Johari Window	264
- Three Problems in Human Relationships and Related Skills	267
▪ Situational Leadership	279
▪ Stress Management	283
▪ Personality/Learning Styles	285
<b>SCHOOL-WIDE PLANNING</b>	<b>291</b>
▪ Review, Assessment and Improvement of the I&RS Program	291
- Review of Team Progress and Effectiveness	291
- School-wide Recommendations	292
- Program Evaluation	294

<b>APPENDIX A: REGULATIONS FOR INTERVENTION AND REFERRAL SERVICES (N.J.A.C. 6A:16-7)</b>	303
<b>APPENDIX B: QUESTIONS AND ANSWERS ON I&amp;RS REGULATIONS</b>	305
<b>APPENDIX C: RELATED REGULATIONS</b>	307
<b>APPENDIX D: SAMPLE I&amp;RS FLOW CHARTS</b>	313
<b>APPENDIX E: SAMPLE I&amp;RS FORMS</b>	315
<b>APPENDIX F: TECHNICAL RESOURCES AND SERVICES</b>	367
<b>APPENDIX G: RESOURCE MATERIALS</b>	387
<b>APPENDIX H: BIBLIOGRAPHY</b>	419